



COMPTROLLER GENERAL OF THE UNITED STATES  
WASHINGTON, D.C. 20548

December 12, 1963

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TO THE HEADS OF DEPARTMENTS AND INDEPENDENT ESTABLISHMENTS

The General Accounting Office has long emphasized the responsibility of each department or agency head to maintain adequate programs for manpower control and utilization. The vital need for such programs is apparent in view of the widespread operations of the Government involving millions of civilian and military employees.

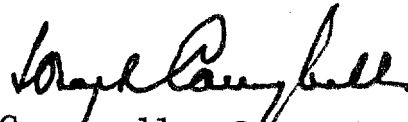
One particularly important factor in any program for manpower control and utilization is the need for direct supervision over employees to assure that they are on the job when they are supposed to be and are effectively used. Emphasis on the personal responsibility of supervisors to effectively coordinate and control the work of employees is essential.

We have recently made a limited review in selected Federal agencies which indicated that a serious lack of supervision over certain employees exists. Our findings are being presented to the Congress today in our "Report on the Lack of Effective Supervisory Controls Over Employees Licensed to Drive Taxicabs in the District of Columbia." Our review was directed to the question of whether Federal employees might have been devoting their efforts to private work during hours in which they were allegedly engaged in Government duties or were on sick leave. Our review showed that a large percentage of the employees included in our tests apparently worked at part-time jobs during periods when the attendance records maintained by the agencies involved showed that the employees were in an official duty status or in a sick leave status. We found that these agencies either had no procedures for approving outside employment or that procedures in existence were not being enforced.

We recognize that the findings with respect to employees included in our tests undoubtedly are not representative of the majority of Federal employees. In view of the serious

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supervisory weaknesses disclosed by our limited review, however, we believe that all agencies should consider the need for appropriate inquiry into the adequacy of the supervisory controls over their employees and the strengthening of these controls where necessary. All employees must be made fully aware of their responsibilities and the consequences of their actions and that improper acts and inefficiency will be a prime consideration in evaluating personal work performance for dismissal, demotion, reassignment, and promotion.

  
Comptroller General  
of the United States

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